



The Development of the Sustainable Management Model and Its Implementation on the Operation of Amateur Table Tennis Clubs in Guangzhou

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Abstract

Background and Aim: This study explores the development and implementation of the 'GROW-SWOT' model combined with the 4M Management Theory and McKinsey 7S Model based on the current operational challenges faced by amateur table tennis clubs in Guangzhou. The aim is to establish a new model and assess the feasibility of the model for the operation of amateur table tennis clubs in Guangzhou by analyzing the current situation.

Materials and Methods: This study adopts the R&D methodology, and the study population is managers, coaches, and consumers of amateur table tennis clubs in Guangzhou. Questionnaires were distributed to 377 consumers of all ages participating in amateur table tennis clubs in Guangzhou City, and interviews were conducted with 15 club managers, 10 coaches, and 5 consumers, which were combined with SWOT analysis, questionnaire data analysis, and content analysis of the interviews to find out the key factors affecting the club's operation.

Results: The study's results show that the newly established CPECDS model identifies six key factors: Consumer needs, Policy utilization, Economic environment, Competition organization, Digital technology, and Structure of organization. Invite 9 experts in related fields to conduct connoisseurship and interview 15 stakeholders (5 managers, 5 coaches, and 5 consumers) to evaluate the feasibility of the CPECDS Model and the importance of its factors, to help clubs achieve sustainable development in a competitive market.

Conclusion: The feasibility of the CPECDS model and the importance of its factors were evaluated and determined by inviting 9 experts in the relevant fields for forensics and interviewing 15 stakeholders (5 managers, 5 coaches, and 5 consumers), which can help clubs to achieve sustainable development in a highly competitive market.

Keywords: Amateur Table Tennis Clubs; Operation; GROW Model; 4M Management Theory; McKinsey 7S Model

Introduction

In 2014, the State Council issued Document No. 46 "Several Opinions of the State Council on Accelerating the Development of the Sports Industry and Promoting Sports Consumption." which explicitly proposed to accelerate the development of the sports industry, positioning it as a green industry and a sunrise industry, with the total size of the sports industry expected to exceed RMB 5 trillion by 2025, making it an important force in promoting sustainable economic and social development (Council, 2014). Along with this policy direction, table tennis, and other national fitness programs are seen as an important entry point for promoting national fitness due to their wide participation and ease of promotion.

Guangzhou has actively responded to the national policy to promote the implementation of the national fitness program by organizing branded events such as the Mayor's Cup Table Tennis Competition. The "National Fitness Program (2016-2020)" issued by the State Council in 2016 and the "Outline for Building a Strong Sporting Nation" in 2019 have further clarified the importance of sport in the development of the country. (Council, 2019, 2021) Guangzhou has taken an important stance by proposing the establishment of a new sports mechanism that is tailored to an all-round well-off society, and by setting medium- and long-term goals for sports development in 2035 and 2050.

Nevertheless, amateur table tennis clubs in Guangzhou still face problems such as insufficient facilities and inadequate service provision in their development. Based on an analysis of the policy background and an examination of the actual development of table tennis clubs in Guangzhou, this paper explores strategies for fostering the sustainable growth of amateur table tennis clubs. This can be achieved by innovating the operation mode and optimizing the management structure, thereby contributing to the continued prosperity of the national fitness and sports industries. This not only helps to improve the overall





operation level of amateur table tennis clubs in Guangzhou but also provides references and lessons for sports club management in other regions.

Objectives

1. To study the current situation of the development of amateur table tennis clubs in Guangzhou.
2. To develop the 'GROW-SWOT' Model combined with 4M Management Theory and McKinsey 7S Model to establish a new model for the operation of amateur table tennis clubs in Guangzhou;
3. To evaluate the feasibility of the CPECDS Model on the operation of Guangzhou amateur table tennis clubs.

Literature review

Amateur table tennis clubs, as the main place of communication, activity, and competition for the majority of table tennis enthusiasts, have a direct impact on the enthusiasm of a region to participate in table tennis. The scientific and systematic management of amateur table tennis clubs has a direct impact on the enthusiasm of a region to participate in table tennis and on the ability of table tennis enthusiasts to participate in table tennis activities and competitions. The scientific and systematic management of amateur table tennis clubs has a direct impact on the enthusiasm of a region to participate in table tennis and on the enthusiasm of the majority of table tennis enthusiasts to participate in table tennis activities and competitions, as well as on the effectiveness of physical exercise.

Theories of model

According to Keeves, (1990) in the book 'Educational Research, Methodology, and Measurement: An International Handbook', there is a comprehensive discussion on models and their definitions. The following are the key points regarding the definition of a model: Models are proposed structures used to study the relationships between variables (Keeves, 1990).

Theories of the GROW Model

John Whitmore elaborated on the GROW Model, stating that its purpose is to assist trainees in growth and development. The model achieves this by enhancing trainees' willingness and behavior, facilitating behavioral changes, instilling self-improvement awareness, promoting proactive learning, and ultimately aiding in the achievement of personal and organizational goals (Whitmore, 2009). Scholar Dilishaba used the GROW model to stimulate junior high school students' intrinsic motivation to learn biology and to improve their academic performance, overall performance, and self-efficacy evaluation (Dilishaba, 2022). Scholar Igu, Ntasiobi CN et al. used the GROW model to improve school administrators' leadership and self-efficacy, as well as reduce organizational burnout. One of the innovative aspects of this study is the widespread use of the GROW model in people management, but its application in organizational management and sports club management has been less prevalent (Igu et al., 2023).

Theories of management

McKinsey & Co. began developing the McKinsey 7S model in the late 1970s, a conceptual framework that proved useful in diagnosing the causes of organizational malaise and formulating improvement programs (Waterman Jr et al., 1980). Scholar Zhou, Lingrui evaluates the Taekwondo club in Dalian based on the McKinsey 7S model and makes recommendations (Zhou, 2018). Scholar Proleta used the Fenerbahce Basketball Club as an example to analyze the strategic management of professional sports clubs using the McKinsey 7S model and made recommendations for optimizing sustainability strategies, structures, systems, training, motivation, and shared values. The aforementioned research demonstrates the widespread use of the McKinsey 7S model in sports club management, prompting this study to examine the current management status of amateur table tennis clubs in Guangzhou, to identify and resolve issues (Proleta, 2024).

Thai scholar Somkid Bangmo proposed the 4M management theory, which has gained widespread use in Thai organizations and management. Through theoretical analyses and practical investigations (Bangmo, 2019). Scholars Chamnanjan and Priwan developed and confirmed a new model of management



excellence for the Sports Centre of the National University of Physical Education and Sport in Thailand, applying both the McKinsey 7S model and the 4M management theory. The findings suggest that a well-organized staffing framework, efficient resource allocation, continuous training, and a rigorous evaluation system are essential to achieving effective management of a sports center of excellence (Chamnanjan & Koeipakvaen, 2023). Scholar Shongprana Ratanaporn used the 4M management theory and POLC principles to establish a management model for international hockey in Thailand. The application of the 4M management theory to sports clubs in China is another innovation of this study (Shongpranam et al., 2021).

Theories of SWOT analysis

Albert S. Humphrey proposed a SWOT analysis, which has gained widespread use in formulating business development strategies and analyses (Puyt et al., 2023). Chinese scholar Su Jiajun used SWOT analysis to analyze the development of commercial table tennis clubs in Zhengzhou city and formulate strategies for the development of these clubs (Su, 2021). Wang Wenxuan & Zhang Yuwei et al. conducted a SWOT analysis on the operational mode of table tennis clubs in Qingdao city and proposed countermeasures to aid in their development (Wang et al., 2023). The aforementioned studies demonstrate the widespread use of SWOT analysis in the management and development of table tennis clubs in China, which can aid in their development. This study applies SWOT analysis to the operation mode of the Guangzhou Amateur Table Tennis Club, aiming to enhance its management effectiveness and foster sustainable club development.

Amateur table tennis club

Based on different theories, three scholars, Ma Yawen, Yu Chenyang, and Zhang Deshan, conducted a study on amateur table tennis clubs in Wuhan, Chongqing, and Guangzhou, respectively. They identified issues such as over-concentration of customer target groups, insufficient management ability of managers, and uneven levels of coaches (Ma, 2019; Yu, 2020; Zhang, 2020). They then proposed corresponding countermeasures and suggestions, which served as inspiration for this study. The study also proposes corresponding countermeasures and suggestions, thereby providing ideas for future research.

Conceptual Framework

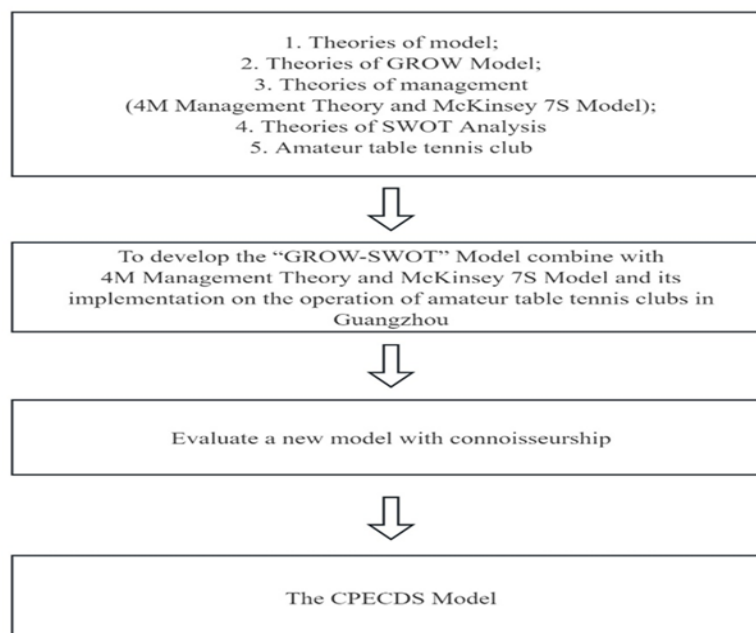


Figure 1 Theoretical framework



Methodology

Study Design

This study designed a consumer questionnaire for amateur table tennis clubs in Guangzhou by collating relevant literature and combining the GROW model with the 4M management theory and the McKinsey 7S model. The study includes interviews with managers, coaches, and consumers of amateur table tennis clubs in Guangzhou, collecting operational information, analyzing factors such as management mode, organizational structure, problems, development plans, and human resources, and ultimately evaluating the operational status of the clubs. The questionnaire data were analyzed comprehensively using SWOT analysis, combining the goal, reality, option, and will of the GROW model, the management, money, man, and material of the 4M management theory, and the shared value, strategy, structure, system, style, staff, and skill factors of the McKinsey 7S model. Through qualitative and quantitative analyses, a new operating model for amateur table tennis clubs in Guangzhou was proposed, and the model was evaluated by connoisseurship.

Study Methods

1. Literature analysis was conducted on the operation of amateur table tennis clubs in Guangzhou and GROW model, 4M management theory, McKinsey 7S model, SWOT analysis, and explored the application of these models in the field of sports.

2. Questionnaire: Based on the GROW model, 4M management theory, and relevant elements of the McKinsey 7S model, a questionnaire was designed and surveyed consumers of amateur table tennis clubs in Guangzhou.

3. Interviews: Based on the GROW model, 4M management theory, and McKinsey's 7S model, an interview outline was designed, and in-depth interviews were conducted with stakeholders such as managers, coaches, and consumers of amateur table tennis clubs in Guangzhou.

Study Sample

The sample size was 377 based on the Krejcie and Morgan Scale (1970) with a 5% error, and the random sampling method was used.

A total of 30 people were interviewed, including 15 managers, 10 coaches, and 5 consumers of amateur table tennis clubs in Guangzhou.

Study tool

The questionnaire was designed by obtaining relevant books and literature, using relevant concepts and literature such as GROW model, 4M management theory, McKinsey 7S model, SWOT analysis, etc., and three expert panels conducted IOC on the questionnaire, with validity tests ranging from 0.6 to 1.00. In addition, the researcher pre-administered 30 questionnaires for the reliability test, and Cronbach's alpha coefficient was 0.984.

Data collection and analysis

The data for this study mainly comes from literature, questionnaires, and interviews. Literature is mainly collected through reviewing books, newspapers, magazines, websites, and other channels, collecting theories and contents related to the GROW model, 4M management theory, McKinsey 7S model, SWOT analysis, sports club operation, and so on. This provided theoretical support and practical guidance for the study. The questionnaire survey used both electronic and paper questionnaires to investigate the operation status of amateur table tennis clubs in the selected samples, conducted descriptive statistics on the questionnaires, and analyzed the mean scores and standard deviations of the questionnaires' questions for ranking. In addition, face-to-face and telephone interviews were conducted with relevant personnel (managers, coaches, and consumers) of amateur table tennis clubs in Guangzhou to obtain more comprehensive research data, and the interview data were content analyzed.

Results

1. The important factors are shown in Table 1, as revealed by the survey questionnaire





Table 1 Results of regrouping factors

Factors	No	Topic	\bar{X}	Rank
Man	8	The current development goal of the club is in line with my needs.	4.53	1
	19	You or your child chose to join the amateur table tennis club because of the love of table tennis.	4.48	2
	22	Your family is very supportive of my participation in amateur table tennis club activities.	3.92	3
Policy	16	The development of the club makes full use of the favorable policy for the development of amateur table tennis in China.	4.51	1
Management	40	The execution of the club can ensure the successful completion of the plan.	4.46	1
	38	You can easily make comments to the club and get an effective response.	3.90	2
Economy	27	Guangzhou's well-developed economy has helped the development of amateur table tennis clubs.	4.58	1
	7	The club's fees are reasonable.	3.68	2
	25	The consumption expenditure in the current club will not make you feel financial pressure.	3.56	3
Competition	35	Current amateur table tennis competitions have a positive impact on the development of amateur table tennis clubs in Guangzhou	4.31	1
	13	The club currently organizes competitions that are perfect for your needs.	4.01	2
Internet	28	The Internet and big data have promoted the development of clubs.	4.11	1

The questionnaire data were analyzed by combining the GROW model, 4M management theory, and McKinsey 7S model, and the important factors were filtered and organized into six dimensions: personnel, policy, management, economy, competition, and internet. The personnel dimension refers to the factors affecting the development of people who participate in table tennis and spend money in amateur table tennis clubs, of which 'The current development goal of the club is in line with my needs.' has the highest mean score ($\bar{X}=4.53$), 'The current development goal of the club is in line with my needs. ($\bar{X}= 4.53$), followed by 'You or your child chose to join the amateur table tennis club because of the love of table tennis.' ($\bar{X}= 4.48$), and lastly, 'Your family is very supportive of my participation in amateur table tennis club activities.' ($\bar{X}= 3.92$); the policy dimension refers to the club's utilization of relevant policies. The correlate 'The development of the club makes full use of the favorable policy for the development of amateur table tennis in China.' has a mean score of ($\bar{X}= 3.92$); the policy dimension refers to the club's use of relevant policies.' ($\bar{X}= 4.51$); the management dimension refers to the effectiveness of the management of amateur table tennis clubs, where the factor 'The execution of the club can ensure the successful completion of the plan. 'This is followed by the factor 'You can easily make comments to the club and get an effective response.' ($\bar{X}= 3.90$); the economic dimension refers to Guangzhou's economic environment, club fees, and consumer behavior. The economic dimension encompasses Guangzhou's economic environment, club fees, and consumer pressure, with the statement 'Guangzhou's well-developed economy has helped the development of amateur table tennis clubs' receiving the highest mean score. The highest mean score was given to 'Guangzhou's well-developed economy has helped the development of amateur table tennis clubs.' ($\bar{X}= 4.58$), followed by 'The club's fees are reasonable.' The club's fees are reasonable ($\bar{X}= 3.68$), followed by the statement, 'The consumption expenditure in the current club will not make it easier for consumers to spend money.' expenditure in the current club will not make you feel financial pressure.' The competition dimension pertains to the formal amateur table tennis competitions held in Guangzhou, as well as the competition organizations that are organized within these clubs. 'Current amateur table tennis competitions have a positive impact on the development of amateur table tennis clubs in Guangzhou. The highest mean score was given to 'Current amateur table tennis competitions have a positive impact on the development



of amateur table tennis clubs in Guangzhou.' (\bar{X} = 4.31), followed by 'The club currently organizes competitions that are perfect for your needs.' (\bar{X} = 4.01); the Internet dimension refers to the club's daily activities in the field of table tennis. The dimension pertains to the club's utilization of digital technology on the Internet for its daily operations and management, as highlighted by the factor 'The Internet and big data have promoted the development of clubs'. (\bar{X} = 4.01).

2. The researcher conducted a SWOT analysis of the questionnaire data by combining the GROW model, the 4M management theory, and the McKinsey 7S model to conduct the first round of screening and ranking of internal strengths and external opportunities. By combining the GROW model, 4M management theory, and McKinsey 7S model to textually analyze the interview data, the second round of screening of retained factors was conducted to determine the final model.

The researcher has developed a CPECDS model for the operation of amateur table tennis clubs in Guangzhou City, which includes six factors, namely C- Consumer needs; P-Policy utilization; E-Economic environment; C-Competition organization; D-Digital technology; S- Structure of organization. The model will be applied to the operation of amateur table tennis clubs in Guangzhou.

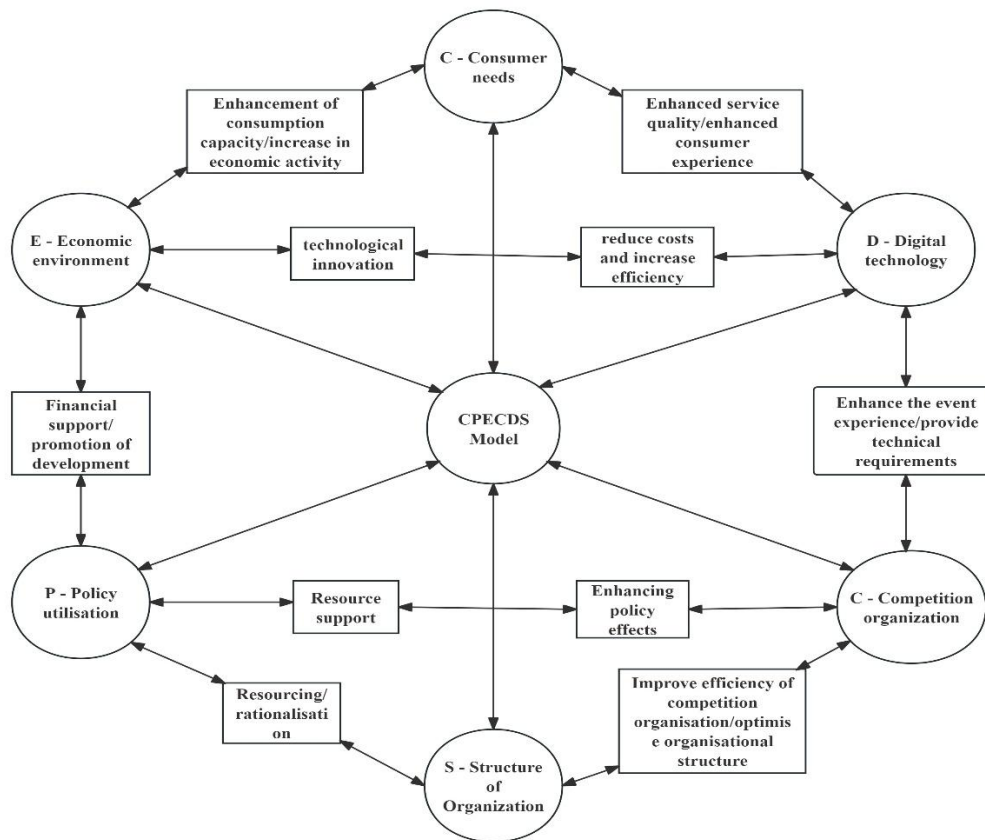


Figure 2 CPECDS Model diagram

3. The CPECDS model combines the GROW model, the 4M management theory, and the McKinsey 7S model, providing a solid theoretical foundation suitable for the operation of amateur table tennis clubs in Guangzhou. The CPECDS model is not only theoretically mature but also easy to practice, making it ideal for Guangzhou, where the sports atmosphere is strong and the economic base is good. Evaluate the feasibility of the model through expert seminars and interviews with relevant stakeholders.

C - Consumer Needs: Consumer needs can be defined as the individualized goals and specific needs that consumers of the Guangzhou Amateur Table Tennis Club seek to satisfy when participating in club activities. Satisfying consumer needs is at the heart of club development. Understanding and meeting the needs of different types of consumers will help design more attractive programs and activities and increase member satisfaction and participation, which is particularly important for coaches to develop personalized training programs and keep students engaged.



P - Policy utilization: Policy utilization refers to the understanding, utilization, and implementation of government policies, regulations, and support measures in the operation and development of amateur table tennis clubs in Guangzhou. Policy utilization is crucial for club development. Through the effective use of government support policies, clubs can obtain more resources and support, improve training conditions, reduce operating costs, and improve service quality, which also helps to reduce the economic burden on consumers.

E - Economic Environment: The economic environment refers to the economic environment in which the Guangzhou amateur table tennis clubs are located, the clubs' economic strength, and the economic level of consumers. The economic environment has an important impact on the development of the club. A favorable economic environment not only attracts more consumers and supports the club's investment in facilities and services, but also influences consumer participation, especially those consumers with limited budgets, who may adjust their participation decisions according to changes in the economic environment.

C - Competition organization: For amateur table tennis clubs in Guangzhou, competition organization refers to a structure consisting of a series of organized and regulated competitions and events designed to provide a platform for competition and exchange between club members and other participants, including amateur competitions in Guangzhou and internal club competitions. Organizing competitions is an important means of increasing the visibility and influence of a club. By organizing competitions, the club not only attracts more table tennis enthusiasts but also provides a platform for consumers to showcase their skills, as well as motivating participants to train and enhance the vitality of the club and community interaction.

D - Digital Technology: Digital technology refers to the use of various digital platforms and tools by the Guangzhou Amateur Table Tennis Club to promote, and manage the club, organize events, interact with consumers, and provide online training. Clubs can improve member services and management through data analytics and online platforms, while coaches can better assess participant performance and provide personalized feedback to improve the club's operational efficiency and service quality.

S - Structure of organization: The Structure of organization refers to the setup of functional departments and positions within the Guangzhou Amateur Table Tennis Club. A clear and flexible organizational structure is the basis for efficient club operations, ensuring smooth resource allocation and staff collaboration while improving overall service quality. Although consumers may not directly feel the effect of organizational structure, it ensures smooth service processes and improved service quality.

Discussion

C - Consumer needs: Consumer needs are a core element of the CPECDS model. Clubs must possess a comprehensive understanding of the distinct needs of various consumer groups to prevent resource wastage. Clubs can categorize their members by age groups (e.g., children, teenagers, adults, seniors) or occupations (e.g., students, employees, retirees) and customize their courses and services accordingly. Consumer needs go beyond skill enhancement and exercise to include socializing, health management, and recreation. Regularly collecting consumer feedback (e.g., through one-on-one interactions, and questionnaires) is critical to increasing satisfaction and loyalty. Factors that influence consumer needs include personal perceptions of sports, family influences, major events, and club facilities. This is in line with Yi, Zhang's argument in 2018 that 'table tennis clubs need to offer product features that meet the expectations of current and potential members to increase the perceived value and benefits of the program to members' (Zhang et al., 2018).

P - Policy utilization: Policy utilization is crucial to club development. Through the rational use of policy resources such as financial subsidies and tax incentives, clubs can reduce operating costs and promote sustainable development. Clubs should have an in-depth understanding of the content of policies, develop targeted strategies, and strengthen communication and cooperation with government departments. This aligns with the findings of Li's 2020 research on the chain operation of children's clubs in Huizhou City Bing Association, which concluded that having a professional management team and market development capability, along with acting as a link between the government and the market, can effectively integrate resources from various parties and facilitate resource sharing among clubs (Li, 2020). Through the effective integration and utilization of resources, it is possible to rationally allocate resources to clubs under the same platform, achieve common development of clubs, and thus continuously expand the chain size. Ibsen, Bjarne, et al., in their 2016 study, stated that in all countries, sports clubs can access public sector support either directly or indirectly, but there are variations in the amount and the manner of support. Sports clubs receive financial support from all countries, yet the methods of obtaining this support differ significantly. The most common form of financial support is 'targeted subsidies' (Ibsen et al., 2016). Guangzhou's policies provide opportunities for club development. Clubs should actively apply for





government support programs to ensure compliance with policy requirements, such as joining the national fitness platform 'Qun Ti Tong' to obtain subsidies. Through these strategies, clubs can effectively utilize policy resources to enhance management efficiency and competitiveness.

E - Economic Environment: The economic environment has a significant impact on club operations, especially in an unstable economy where consumers' spending power and behavior will have a direct impact on club revenues and costs. Clubs should flexibly adjust their service strategies and pricing systems to meet consumer needs under different economic levels. Liu, Yuanxin's study shows that the table tennis fitness industry is growing rapidly, with high public acceptance and participation in table tennis as a major fitness program. 20 clubs cover different demographics, creating a siphon effect. Revenue growth was achieved through taxes and product sales, and resources were invested to enhance service and consumer experience, strengthening member motivation and promoting a virtuous cycle in the industry (Liu, 2024). Clubs offer a variety of service packages, such as different levels of consumption packages and family packages. Guangzhou residents have higher incomes a strong sense of sports awareness and stronger spending power. Compared with neighboring cities, Guangzhou clubs charge higher fees and have room for upward adjustment, but they need to ensure that the service quality matches the fees to attract consumers. Shi, Guang's research in 2013 showed that amateur club members have a better financial base, with substantial monthly incomes, and can maintain their quality of life while pursuing sports. Experts also pointed out that Guangzhou's better economic environment has brought about an increase in venue rental and wage costs, and clubs should utilize their resources wisely to control their expenses (Shi, 2023).

C - Competition Organization: Competition organization is crucial to enhancing club brand image and consumer satisfaction. Zhu Jing observed that Shanghai in 2021, by focusing on the development of mass sports events, has become a globally recognized capital of sports events. These events have not only enhanced the physical fitness of the entire population by expanding their social influence and dissemination but also have a good mass base. Amateur competitions in Guangzhou are also important initiatives that benefit many parties and help promote mass participation in sports (Zhu, 2021). Clubs not only respond to the national fitness policy by organizing competitions for consumers, but they also improve their competition organization, team management, and event practice capabilities. Excellent results enhance club awareness and increase consumers' sense of honor and identity. Competitions fulfill consumers' competitive and social needs and are an important means of enhancing club competitiveness. Despite the large number of amateur table tennis competitions in Guangzhou, clubs need to carefully select and organize competitions to avoid aggravating the burden on customers. According to Rao Yali's research, the majority of participants find motivation in their interest, fitness, and physical enhancement, whereas a minority find motivation in prizes or following their friends and family (Rao, 2017). Currently, the club's lower-level consumers participate in intense competitions, leading to subpar results. By rationalizing point competitions and monthly competitions internally, consumer participation and satisfaction can be increased while meeting their competitive and social needs. Clubs could also use online competition platforms and live streaming to expand their reach and showcase consumer achievements and rankings, thereby increasing engagement.

D - Digital Technology: Digital technology plays a crucial role in enhancing the operational efficiency and service quality of clubs. However, many clubs are currently underutilized, and traditional management methods struggle to meet the demand. Clubs should establish an integrated digital management system that covers consumer management, venue booking, and financial management to enhance efficiency, save costs, and address management deficiencies. Clubs can develop WeChat apps or integrate digital technologies promoted by the government, such as Group Pass, to streamline processes and pinpoint and convert loyal Through big data analysis, clubs can develop personalized services and marketing strategies, as well as introduce smart devices and virtual technologies to enhance the consumer experience and engagement. The consumer experience and engagement. This is in line with Qi Yufei's research that the widespread use of digital technology can significantly improve operational efficiency and consumer satisfaction (Qi et al., 2024).

S - Structure of organization: The club's efficient operations are based on a reasonable organizational structure, which directly affects management efficiency and operational effectiveness. Clarifying the division of responsibilities, optimizing the allocation of resources, improving decision-making efficiency, and enhancing team cohesion are all important manifestations of the organizational structure. As the club develops, it is critical to dynamically adjust the organizational structure to adapt to the business scale and market demand. Clubs should regularly assess and adjust their organizational structure, avoiding the direct application of other people's models, and establish a suitable structure according to their situation to ensure simplicity and effectiveness. Many clubs adopt a simple structure at the start-up stage, but as they expand, they need to clarify the division of responsibilities and optimize their management model. Zhang Deshan's 2020 study aligns with this, demonstrating that Guangzhou's operating





table tennis clubs typically have a simplified organizational structure, primarily consisting of managers and coaches. The study also suggests that managers should acquire professional management knowledge to enhance the organizational structure and foster departmental collaboration (Zhang, 2020).

Conclusion

This study analyzes the operational status of amateur table tennis clubs in Guangzhou based on the CPECDS model and proposes recommendations for improvement. The study shows that clubs need to further optimize six key factors, including consumer needs, policy utilization, economic environment, competition organization, digital technology, and organization structure, to enhance operational efficiency and service quality. In particular, it is necessary to strengthen the application of digital technology, flexibly respond to economic changes, and rationally adjust the organizational structure to promote the sustainable development of clubs. This study provides theoretical references and practical guidance for the management of sports clubs in Guangzhou and other regions.

Recommendation

Recommendations for the implementation of research results : When implementing the CPECDS Model, it is recommended to start with a trial run, ensure that managers and coaches have a comprehensive understanding of the CPECDS Model through training, and continuously assess the effects during the trial run. Clubs should use the feedback to make necessary adjustments, strengthen communication and cooperation, use data to drive decision-making, and continuously optimize operational strategies to ensure the successful implementation of the model.

The next step of the CPECDS Model research should focus on the competence and quality of club managers. The manager's management ability and management knowledge directly determine the effect of implementing the model. Improving the quality of managers in these areas will help to better promote the application of the CPECDS Model in practice and ensure that clubs develop and progress in a coordinated manner on all key factors.

The implementation of the CPECDS Model in other regions is recommended to be flexibly adjusted according to the local economic level, cultural background, and market demand.

Recommendations for further research : When implementing the CPECDS Model, it is recommended to start with a trial run, ensure that managers and coaches have a comprehensive understanding of the CPECDS Model through training, and continuously assess the effects during the trial run. Clubs should use the feedback to make necessary adjustments, strengthen communication and cooperation, use data to drive decision-making, and continuously optimize operational strategies to ensure the successful implementation of the model.

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The implementation of the CPECDS Model in other regions is recommended to be flexibly adjusted according to the local economic level, cultural background, and market demand.

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